

ILRI Fellowship Procedures

January 2017

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List of Abbreviations

BecA-ILRI Hub	Biosciences Eastern Central Africa- ILRI Hub
CKM	Communications Knowledge Management
CapDev Unit	ILRI's Capacity Development Unit
IFIS	ILRI Fellowship Information System
ILRI	International Livestock Research Institute
IMC	ILRI Management Committee
IRMC	ILRI Research Management Committee
KRAs	Key Result Areas
LIVES	Livestock and Irrigation Value Chains for Ethiopian Small Holders
M&E	Monitoring and Evaluation
MSc	Master of Science
PhD	Doctor of Philosophy
POD	People and Organisational Development
PPM	Personnel Policy Manual
PMO	Program Management Officer
ToR	Terms of Reference
TPPM	Training Policy and procedure Manual

Section 1 – Background

The International Livestock Research Institute (ILRI) is a non-profit institution that works with partners worldwide to enhance the roles that livestock play in food security and poverty alleviation. ILRI's 2013-2023 strategy is to undertake livestock research for food security and poverty reduction. In its new strategy, ILRI seeks to address poverty and food security in ways that are environmentally sustainable, good for health and nutrition and equitable. Growing capacity is identified as a strategic objective as well as a critical success factor in the achievement of ILRI's strategy as it will ensure that a critical mass of people and organizations has to be equipped with the skills to design, implement and maintain appropriate livestock research and development initiatives .

ILRI and its partners advance collaborative research and development projects that provide opportunities for early-career scientists and young professionals to excel in research and development of livestock research for food security and poverty reduction. A key strategy for such advancement is the strengthening of livestock research and capacity development through the ILRI fellowship program.

The management of the ILRI fellowship program falls under the Capacity Development Unit (CapDev unit) where it specifically oversees the recruitment of ILRI fellows. At the request ILRI's Institute Management Committee (IMC), the CapDev unit has undertaken to revise and develop new Fellowship procedures which incorporate the 2013 graduate fellowship procedures, the 2009 ILRI Training Policy and procedure manual (TPPM) as well as the 2003 ILRI Personnel Policy Manual (IPPM). The CapDev Unit engaged in an ILRI-wide consultative discussions with individual program leaders, ILRI Research Management Committee (IRMC) and IMC.

Objective

The objective of these procedures is to provide a set of procedures, and broader terms and conditions for fellowships at ILRI. The procedures contain standards for the fellowship business process essentially outlining the fellowship management steps: planning, recruitment and selection, monitoring and evaluation as well as completion. The procedures recognize the varied locations and situations under which ILRI operates.

Applicability

These procedures are intended for use in all locations where ILRI works. The procedures apply to all graduate fellows, research fellows and interns seeking or undertaking fellowships or internships at ILRI. This document shall guide the ILRI fellowship business process and will also inform any ILRI staff when dealing with all graduate fellows or interns, either directly or indirectly. The provisions of these procedures may be subject to revision from time to time. All questions pertaining to the procedures and their administration should be directed to the Capacity Development Unit. The revised procedures will take effect from 1 January 2017.

Legal compliance

In observance with Kenyan legal and legislative provisions, a graduate fellow, research fellow or intern are also legally considered as employees, and as such are entitled to minimum standard benefits accruing to an employee such as leave, hours of work, statutory compliance and insurance benefits. The procedures clearly provide for such benefits for fellows in order to be in harmony with the law. As laws change from time to time,

practices and conditions may be adjusted accordingly, to ensure ILRI continues to respect the letter and spirit of the law and provide its fellows with terms and conditions suitable for the local context.

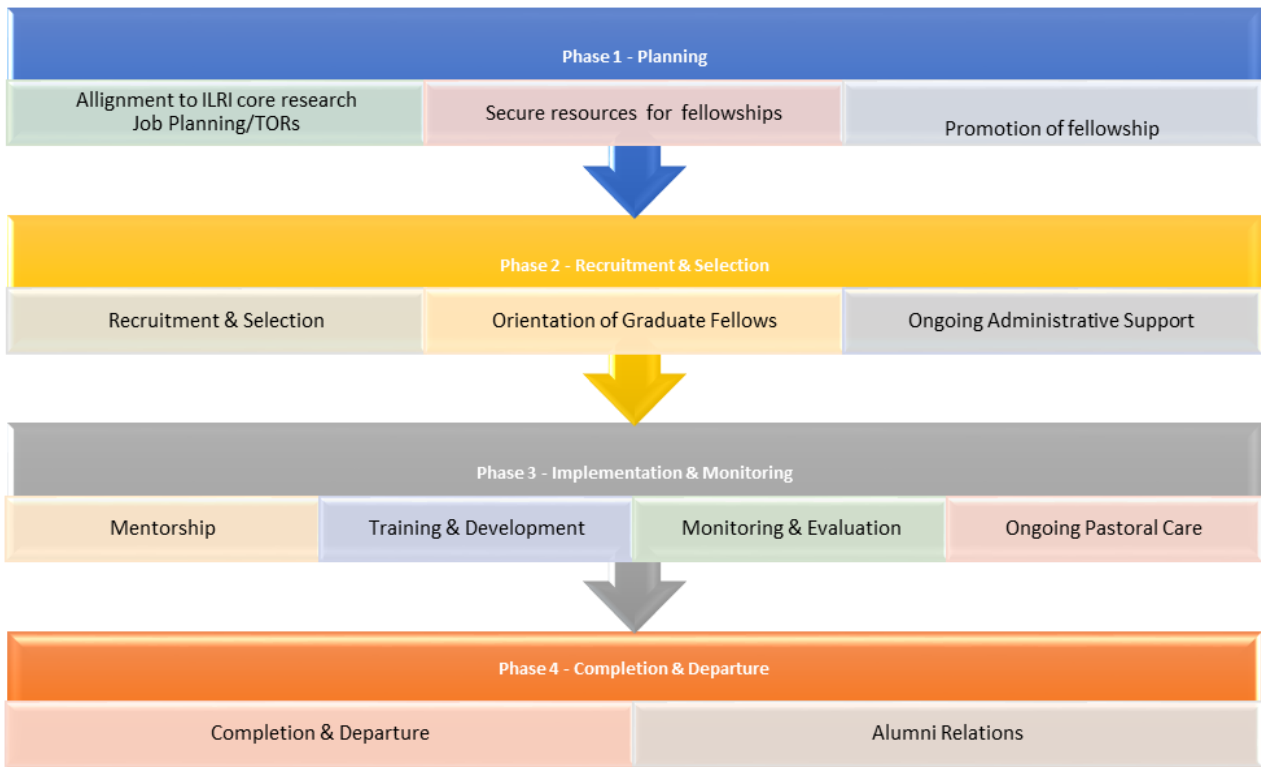
The fellowship business process

Different stakeholders will influence the process at different stages as outlined. This multi-stakeholder approach requires clarity of roles and responsibilities as well as effective communication and collaboration. The key stakeholders will include supervisors, the CapDev unit, POD, program leaders, the Finance Unit, ILRI Management and other administrative functions.

Figure 1 outlines the different stages in the business process. Some programs or other parts of ILRI such as the BecA-ILRI Hub, which have particular requirements in terms of arrangements or volume of fellows may have slightly modified procedures. Such procedures will be additional to the existing procedures; they will not exclude or contradict any of the procedures, and will not change the principles of the procedures. Any such specific cases must be agreed in advance and in writing with the CapDev Unit.

The size of the Graduate Fellowship program is limited by the availability of ILRI supervisors and research facilities and funding. As such, the ILRI fellowship program is closely aligned with ILRI research plans and its proposal development process. Proposals to donors that have fellowship components that wish to modify any aspects of the ILRI fellowship procedures must be agreed in advance, in writing, with the CapDev Unit prior to submission of the proposal to the donor. Without such prior agreements, programs would be expected to respect the ILRI fellowships procedures.

Figure 1: Fellowship Business Process at ILRI



Section 2 – Fellowship categories

Graduate Fellows

The ILRI Graduate Fellowship is primarily intended for MSc or PhD students who have completed their preceding BSc or MSc or equivalent degree respectively. University registration before joining ILRI is essential. For MSc programs (and in some cases PhD programs), the awardee should normally have already successfully completed his/her coursework.

The fellows are required to work on a project related to existing core ILRI research projects/CRPs. Through projects ILRI provides supervision and research facilities for the period of the Fellow's study at the institute, and each Fellow must have an ILRI supervisor. The supervision time should be accounted for and included in the key result areas (KRAs) of the supervisor.

Graduate Fellows join the institute for a period of 1 to 48 months, depending on the nature of their research and their degree registration. Whether provided by ILRI or a third party, Graduate Fellows should receive a stipend at least equal to the minimum threshold defined by ILRI (which is location specific and may be updated periodically - see section 3 on costing). To maintain a level playing field, and ensure the fellows are selected based on merit, and not on their ability to save ILRI programs costs by self-sponsoring the cost of their fellowship, self-funding is not permitted.

Graduate fellowships exceeding 11 months in duration, positions should be advertised publically on the ILRI website and elsewhere, and follow a competitive recruitment and selection process, facilitated by the CapDev Unit (similar to how recruitment for ILRI positions is facilitated by POD).

In exceptional cases, notably where the graduate fellowship is part of a formal partnership with another institute who is co-funding the fellowship, there may be adapted procedures to the recruitment and selection process. Such cases must be discussed and agreed with the CapDev Unit before signing binding agreements with third parties.

For shorter graduate fellowships (1-11 months duration), the Leader of the concerned ILRI Program, in consultation with the Head of Capacity Development, may jointly approve direct appointment of a specific individual without a competitive recruitment and selection process. The ILRI Program Leader should submit a note detailing the process followed, and the compelling reasons why the normal recruitment process cannot be followed in the case in point. These 'direct appointment' cases should be exceptions rather than the norm, and this provision should not be used to recruit fellows without a competitive process and later extend their fellowship. This provision will be reviewed periodically, and may be removed by IMC on the recommendation of the Head of Capacity Development if it emerges that it undermines the principle of competitive, equal, and transparent recruitment process of fellowships at ILRI.

Research Fellows

Research Fellows are staff scientists of universities, government bodies, and research institutes in developing countries undertaking work in their institutions in research areas similar to those at ILRI. Fellows come to ILRI for up to a maximum of 18 months to undertake non-degree related training in research methodologies. This

program intends to benefit the future research capability of the Research Fellow and his/her home institution. Applications should come from a nominating institution.

Fellows are required to work on a project related to existing core ILRI research projects/CRPs. ILRI provides supervision and research facilities for the period of the fellow's study at the institute, and each Fellow must have an ILRI supervisor. The supervision time should be accounted for and included in the supervisor's KRAs.

Whether provided by ILRI or a third party, research fellows should receive a stipend at least equal to the minimum threshold defined by ILRI (which is location specific and may be updated periodically). In cases where research fellows continue to receive their salary, a 'top-up' of the difference between their salary and the minimal ILRI fellowship threshold should be paid by either ILRI or a third-party institution.

In exceptional cases, notably where there is a strong strategic interest for ILRI to partner with a specific institute, and there are compelling reasons whereby the partner institute is making a formal request to ILRI not to follow such a 'top-up' approach, there may be adapted procedures to the recruitment and selection process. Such cases must be discussed and agreed with the CapDev Unit before signing binding agreements with third parties.

In some cases, research fellows are established researchers with considerable years of postdoctoral experience and an established track record in scientific research. In such cases, they may be called 'Senior Research Fellows'. This distinction is mostly honorific and does not imply a change in terms (including financial terms).

Interns

Internships are short-term academic training for young professionals who join ILRI for a short period (usually 3 months or less but can be up to 6 months in length) that is part of their academic curriculum, and are expected to resume their studies upon completion of their internship.

As such, interns must have at least one additional on-campus semester left in their program of study at the time of joining ILRI. Final year students or recent graduates will no longer be considered for internship positions. A letter from the university stating that (1) the internship is part of the individual's course of study, and (2) that the individual will return for another academic semester, should be submitted as part of the internship application paperwork.

Interns must not replace regular employees, but work under their close supervision. Internships should not be seen as a 'back door' to employment at ILRI, and there should not be any expectation of immediate further employment at ILRI. As such, there will be a 'cooling off' period of 6 months between being an intern and taking up any other position at ILRI.

In exceptional cases, the Head of Capacity Development, in consultation with the Director of POD, may approve an extension of the internship contract up to 3 additional months, and/or waive the 'cooling off' period.

There are several types of potential internships at ILRI:

Research internship (local): Local research interns are usually working on their first degree, and look for practical research experience to help them with their career decisions or to meet the requirements for their degrees. They are either nationals of the country where the internship takes place (e.g. a Kenyan in Kenya) or

already living/studying in that country at the time of the application (e.g. a Ugandan studying at a Kenyan university and already living in Nairobi, etc.).

Administrative internship (local): Local administrative interns are university or polytechnic students who come to ILRI on work attachment. The work attachment must be a requirement for course completion and the application must come from the institution of registration. These interns can only be hosted by administrative units at ILRI (e.g. Corporate Services, POD, etc.). One may not take up an internship doing administrative work for a research unit, for which other contract types facilitated by POD are more appropriate. To ensure that this category of interns does not dominate the overall numbers of fellows at ILRI, subsequent procedures may be put in place in consultations between Corporate Services, POD and CapDev.

Research internship (global): Global research interns are young students from high-income countries, who are looking for research experience in a low/middle income countries to help them with their career decisions or to complete requirements for their degrees. Global research interns should have access to non-ILRI funds for their travel and local maintenance. Evidence of any mandatory provisions (e.g. insurance, etc.) must also be availed to CapDev for verification and confirmation before start of the internship. Applications may be made by individuals, but should be endorsed by their university of affiliation. Self-financing is permitted, but only for short term internship of up to 3-months. All other internship provisions mentioned above should be met.

Recruitment & Selection

ILRI offers competitive fellowships positions to qualified students. Graduate fellowship positions are advertised in the ILRI website and where applicable also through ILRI's partner organisations.

Shortlisting is undertaken of all applicants based on (1) matching between educational and skill qualification with the specific fellowship ToR (2) principle of fairness, equal opportunity and transparency, (3) gender advancement and inclusivity principle, including under-represented countries and individuals who are the first in their family to obtain this level of education, etc.

Selection shall be conducted by a panel comprising the recruiting project/program, any other representative from another project/program other than the recruiting one, and in instances where a fellowship duration is longer than 11 months, a representative from CapDev will be in the panel. An accompanying interview report shall be produced for every fellowship recruitment, following similar procedures as those POD has in place for other positions at ILRI (as amended from time to time).

Eligibility

- On-going students enrolled in tertiary education institutions including accredited universities or other accredited institutions of higher learning are eligible to apply for the graduate fellowship program.
- Applicants wishing to join ILRI as research fellows should be staff of universities, government ministries, or research institutes.
- Students applying for internship at ILRI must have at least one additional on-campus semester left in their academic program at the time of joining ILRI, and must resume their studies upon completion of their studies. The internship must be a requirement for the course completion.

- Graduate fellows as well as interns must present documentary evidence of their affiliation to a tertiary institution/accredited university clearly indicating the training as part of the specific academic program.
- Duration for graduate fellowships will be limited to 48 months. Research Fellowship will be limited to 18 months. Internships will be limited to 6 months. Only under exceptional circumstances will extensions be granted. Request for an extension will be made by the supervisor to the Head of Capacity Development.
- Applicants must be prepared to undertake research in line with ILRI's Research Projects /CRPs.

Section 3 -Terms and Conditions

Costing

Stipends for Graduate Fellows and Research Fellows

To ensure no inequalities and inconsistencies with fellowship stipends occur at ILRI, and that ILRI remains competitive and attracts the best candidates to its fellowships, the remuneration has to be fair and at least cover the actual costs of living. Cost of living takes into account accommodation (which should be simple, but safe, not too far from the work location, and at times—especially for fellows spending less than a year at ILRI—needs to be furnished), local transport, food, etc.

The stipend levels below took into account internal consultation processes, a benchmarking exercise with other CGIAR Research Centres globally as well as with similar organizations in Nairobi, consultations with ILRI representatives in regions, and an estimation of actual costs of living.

The appropriateness of stipend levels would be continuously monitored and reviewed periodically, and may be revised from time to time.

ILRI region	Minimum monthly stipend (USD)		
	Graduate fellow (MSc & PhD)	Research fellow	Local Intern ¹
Kenya	1000	1000	250
Ethiopia	550	550	200
Uganda	750	750	200
Asia	1000	1500	250
Other locations	1000	1000	250

Applicability: Regardless of the source of funds (ILRI or third party), these minimum standards should be met or exceeded. Also, all other ILRI regulations (e.g. insurance, etc. [see below]) will apply. As previously mentioned, with the exception of global interns up to 3 months' fellowships, self-funding is not permitted.

Exceptions: Recognizing that ILRI has many special cases, we anticipate that occasionally exceptions to these procedures will occur. For example, there may be specific contracts between the funding body and ILRI (e.g. employees from National Agricultural Research Systems [NARS]). As another example, accommodation may be provided by the project, and the stipend could be revised to reflect this. Yet another example could be that the work will take place in a specific location (e.g. rural settings) where the cost of living is significantly lower. The proposed policy allows for such exemptions, provided they are discussed in advance and agreed in writing with the Head of Capacity Development, who shall endeavour to maintain a balance between flexibility in individual cases and ILRI's overall policy and consistency across the institute. Where no such agreement on an exception can be reached, the procedures in place shall prevail.

¹ Local interns only (refer to the internship section). Global interns must be budgeted for according to the Graduate Fellow stipend level.

Stipends for interns

Local interns: These interns (whether working in research or administration) are already living / studying at the work location and familiar with local costs etc. Their funding requirements are therefore far more modest, given notably that they do not require additional expense for accommodation, and are familiar with local costs and customs. The procedures propose that the minimum threshold (for Nairobi, adjusted for other locations) will be set at \$250. The amount may be revised from time to time.

Global interns: This category of interns would be travelling to the duty station, and are presumed not to have family and existing local networks in the country of internship. As such, these interns would be expected to have access to the same minimum stipend levels as those for Graduate and Research Fellows. Given the ILRI mandate, if these interns are from high-income countries, ILRI programs should not bear these additional higher costs, which should be secured from third parties (or for short term of up to 3 months', self-financing).

Fellows who are on study leave from their home institutions: If these fellows continue to receive (full or partial) salary from the home institute, they need to declare this. ILRI will verify the terms of their leave with their home institute. Such a declaration should be a standard clause of Fellowship contracts. Depending on the circumstances, such amounts may be taken into account and adjusted from the ILRI stipends.

Insurance

All fellows (including interns) must have medical and personal accident and other insurances, as required by law and by POD and CapDev procedures at the duty station. Further, all non-nationals must have medical evacuation (repatriation) insurance. Medical insurance for fellows should be streamlined with that of national staff.

Fellows who present proof of adequate insurance are not required to enrol on to the ILRI insurance scheme. CapDev will liaise with POD to confirm adequacy of covers. Where detailed policy documents are not made available and deemed adequate, the standard ILRI insurance must be obtained. Programs should plan for up to 10 additional working days for the insurance verification process.

Should the fellow travel to the duty station with dependents, the provisions governing repatriation insurance will apply to the dependents as well.

Statutory compliance

The monthly stipend may be subject to taxation depending on the country regulations in which the fellowship or internship is being undertaken. ILRI payroll (or where applicable, the host organization) shall provide clarifications on whether or not fellows and interns need to comply with statutory requirements (e.g. in Kenya - National Social Security Fund [NSSF], National Hospital Insurance Fund [NHIF], Work Injury Benefit Act [WIBA], Higher Education Loans Board [HELB]).

Likewise, the competent unit at ILRI/hosting organization shall issue clear procedures on visa requirements and the procedure for applying for the appropriate visas in appropriate time.

Issues of statutory compliance shall be updated from time to time, and in the different locations, as needed.

Other costs

Depending on the specifics of the fellowship, other costs may need to be considered. These include travel to the duty station, laboratory bench fees, consumables, space charges, supervision costs, Information Technology (IT) costs, ILRI badge, etc. Annex 1 provides a sample breakdown of costs to help plan for these.

No- cost extensions

No-cost extensions for fellows are not permitted. Request for exceptions can be made by the respective Program Leader to the Head of CapDev, and will only be considered where it is an operational imperative for ILRI. Such exceptions will normally only cover email access.

Hours of work

All ILRI Graduate and research fellows and interns are expected to devote themselves to their individual course of study which they are attached to. Fellows and interns must observe ILRI's official hours of work. Fellows are expected to make themselves available for work outside their normal working hours when exceptional circumstances demand it.

Public holidays

Fellows are entitled to official public holidays that fall within their study period at ILRI. However, whenever necessary, fellows may be asked to work during such holidays and over the weekends as required by their supervisor, and may be offered compensatory leave instead on another day.

Annual leave

Fellows and interns are entitled to paid annual leave of two work days per month. Annual leave does not accumulate from year to year nor will cash payments be made as substitute of annual leave to fellows. Leave management for fellows will adopt ILRI's leave management system.

Sick leave

Fellows who are unable to perform their duties because of illness or injury shall be granted sick leave of up to 14 days per year after completion of 2 months of fellowship at ILRI. ILRI may provide up to 7 days fully paid sick leave. Sick leave must be authorized by the relevant supervisor upon presentation of a medical certificate from an ILRI recognized medical provider. Fellows shall be responsible of notifying their supervisor within 24 hours due to illness or injury. In the case of prolonged or repeated illness, the fellow's medical condition will be reviewed by an ILRI recognized medical provider. Upon full advisement of the fellow's medical condition, ILRI reserves the right to consider whether to continue or to discontinue the fellowship.

Maternity leave

Female fellows are entitled to 3 months (91 calendar days) maternity leave. During maternity leave, fellows are entitled to receive their monthly stipend. In consultation with the supervisor and the CapDev unit, maternity leave should be considered as grounds for extension of the fellowship. Request for maternity leave must be in writing at least 7 days prior to proceeding on maternity leave.

Paternity leave

Male fellows are entitled to 14 days paternity leave. During paternity leave, fellows are entitled to receive their monthly stipend. Request for paternity leave must be in writing at least 7 days prior to proceeding to paternity leave to the supervisor and to the Capacity Development Unit.

Travel

ILRI funded fellows will be provided with economy class travel by the most direct route (home institution-ILRI duty station) at the start and (ILRI duty station-home institution) at the completion of their training.

Travel for non-ILRI funded trainees is the responsibility of the funding organization.

ILRI will meet local research and field travel costs for fellows in clearly defined circumstances, where travel is directly related to the immediate requirements of the fellow's research. Prior authorization from the ILRI supervisor must be obtained in writing, and other ILRI procedures regarding travel should also be observed.

Per diems

ILRI policy on per diems does not apply to fellows (including interns). Instead, all reasonable expenses incurred while on duty travel will be met or reimbursed by the ILRI project to which the fellow/intern is attached. These reimbursements will be cleared through the normal Travel Expenses Report (TER) process.

Fellowship opportunities for ILRI Staff

Through the fellowship program, ILRI supports and nurtures early career scientists. To this end ILRI welcomes applications from suitably qualified ILRI staff to apply for advertised ILRI fellowship opportunities and undergo a competitive recruitment and selection process.

If successfully selected for an ILRI fellowship, the respective staff will be required to resign from their current job contract to pursue the fellowship. ILRI however cannot guarantee fellowship beneficiaries their previous (or new) ILRI positions or funding thereof, upon completion of their fellowships at ILRI.

PhD fellowship opportunities for ILRI staff members at other institutions (outside ILRI) will follow provisions as set by the corresponding POD procedures.

Fellowships in regions

To avoid doubt, the procedures explicitly mention that ILRI will endeavour to make the Fellowship Program a global one, and fellowships will also be offered outside Nairobi and Addis Ababa. To facilitate this, some of the processes will require modification to support those outside Nairobi and Addis Ababa. These modifications will be done in liaison with the hosting centre.

Research Compliance

All ILRI research projects, including fellows' research activities, are required to undergo ethics approval. Research works that involve animal care and use as well as biological agents require to undergo the requisite ethical approvals. It is incumbent on the fellow's supervisor to guide the fellow accordingly on the necessary ethical checks.

Section 4- Responsibility of ILRI-Capacity Development Unit, the Supervisor, and Graduate Fellows / Interns in the fellowship process

Responsibility of ILRI -Capacity Development Unit,

The Capacity Development Unit is responsible for the management of fellows while at ILRI. Specific responsibility of the Unit include:

- Support and facilitate the recruitment and selection of graduate fellows and guides in the orientation of successful fellows once recruited.
- Offer on-going administrative support to graduate fellows including where applicable, avail stipend and benefits to the fellows and interns, subject to various country regulations where the fellowship is based.
- Assist the fellows/ interns in meeting the necessary legal and statutory requirements of the respective country destination where ILRI is based.
- Regularly monitor and evaluate the progress of fellows.
- Offer on-going pastoral care to fellows, on need basis.

Responsibility of the ILRI Supervisor

- Follow the ILRI Fellowship procedures detailed in this document.
- Maintain thorough familiarity with the relevant rules and procedures for the degree and regularly draw the attention of the graduate fellow to aspects pertinent to them
- Assist and guide the graduate fellow in the development of an appropriate work plan for the research in order to allow the fellow to reasonably produce sufficient results within the time available.
- Provide the fellow with adequate basic research facilities to complete the research.
- Meet the fellow at regular intervals to discuss, assess and guide the process within the scope of the work plan.
- Advise the fellow on the scope and presentation of the research thesis, reading and providing critical comments on the thesis before submission for examination.
- Inform the candidate as soon as possible of any expected absences and of alternative arrangements for supervision.
- Ensure that regular M&E reporting is submitted to the CapDev Unit.
- Submit (supported by its unit administrative staff where applicable) applications and reports via IFIS, and reply to IFIS alters in a timely manner.
- Notify the fellow first if he/she is making satisfactory progress in their research or otherwise not fulfilling the conditions laid down for the research or appears unlikely to reach the required standards of the degree. If after reasonable time and the situation remains unchanged, the supervisor shall report to CapDev.
- Encourage liaison with the fellow's university supervisor in supporting the fellow's research efforts.

Responsibility of the fellow

- Nominate an appropriate area of research that is in line with ILRI's CPRs/projects and prepare a proposal.
- Develop the research work plan in consultation with the supervisor. The fellow is expected to perform his/her duties in strict compliance with the agreed plan. The fellow is subject to the supervision of the appointed supervisor
- Meet the supervisor at regular intervals to discuss progress of the work.

- Submit drafts of the major sections of the thesis to the supervisor as they are prepared and discuss them with the supervisor. The final draft of the thesis should be submitted to the ILRI and University supervisor for advice and comments before the final preparation of the thesis.
- Be familiar with the rules and procedures for the degree.
- Complete and submit all reports that the supervisor may require.
- Inform the supervisor of any significant factor/s (academic or personal) that may hinder the effective fulfillment of the research so that the necessary amendments to the conditions of the fellow (e.g. suspension or extension of the fellowship) can be sought.
- Upon successful completion of the fellowship, interns must submit their complete clearance form to the CapDev unit. Graduate fellows should submit the approved final thesis report alongside their clearance form from the Institute.

Section 5 – Code of conduct

Code of conduct is necessary in order to practice fairness and order in the treatment and dealing with fellows and interns. While at ILRI, fellows should aspire to abide by value statement guided by ‘the three Rs’; responsible, responsive and respectful. The code of conduct detailed below provides summary statements guiding appropriate behavior of fellows during their fellowship at ILRI.

This code of conduct should be viewed within ILRI’s specific context.

1. ILRI is a scientific organization linked to some of the world’s foremost scientific, development and aid organizations.
2. ILRI operates in several host countries where fellows are generally expected to acknowledge, understand and respect local customs, rules and laws.
3. It is critical that ILRI fellows uphold the highest levels of scientific rigor, professional decorum, ethical standards and levels of integrity in all their dealings with each other and with staff of partner organizations, officials of host countries, and members of the media and general public.
4. The remit of this code of conduct encompasses not only professional work and related activities undertaken during working hours but also interactions outside of working hours where those have the potential to bring ILRI into disrepute or to harm ILRI’s image in any way.

Fellowship disciplinary process

The objective of fellowship disciplinary process is primarily for prevention or correction rather than punishment. Disciplinary action will be taken against a fellow for misconduct or academic non-performance.

Misconduct may be defined as:

- Willful or habitual absence from the duty station;
- Insubordination;
- Disorderly, drunken or indecent behavior;
- Negligence;
- Assault or intimidation of other fellows and staff members;
- Sabotage or willful damage;
- Theft of ILRI property;
- Fraud and dishonesty involving ILRI, which is likely to bring ILRI to disrepute (this includes plagiarism);
- Illegal use of prohibited drugs;
- Offences against laid down safety rules;
- Giving false information in respect to educational qualifications or experience
- Breach of confidentiality;
- Unauthorized use or abuse of ILRI property;
- Unwillingness to perform prescribed duties in a satisfactory manner

Disciplinary action may take the form of:

- Probation: a temporary duration where a fellow is accorded time to undertake corrective behavioral action or improve on academic performance. This can last between 14 -28 days.
- Dismissal: a permanent separation of the fellow from the fellowship.

Poor performance on the fellow or misconduct may result in taking corrective steps to address this issue. When a supervisor establishes the need for disciplinary action on a fellow, he/she will:

- Hold formal discussions with the fellow and discuss the situation in question, either misconduct or academic non-performance while clearly indicating the supervisor's expectations.
- If after 14 days there has been no change in behavior or improvement in academic performance of the fellow, the supervisor shall prepare a written warning to the fellow detailing the areas of concern and the date to which the written warning is effective. The warning should also recommend the remedial action or improvement that is required of the fellow. A copy of the warning should be copied to the CapDev Unit and the fellow's affiliate university. For the avoidance of doubt, it is clarified that Email is an acceptable medium for such notices.
- Accord the fellow opportunity to respond to the written warning, within 5-days from receipt of written notice from the supervisor.
- Review the fellow's response and in consultation with the CapDev unit will meet the fellow to seek agreement on the necessary corrective actions.
- Place the fellow under probation. Fellows whose contract is between 3-6 months will be accorded 14 days of probation while fellows with contracts longer than 6 months will be granted 28 days probation period. Fellows should effectively use the probation period to improve on conduct and or performance, except in cases of gross misconduct.
- If a further offence occurs within the effective dates of the first written warning or during the probation period or if corrective action has not taken place during the probation period, the supervisor will issue a final written warning to the fellow.
- In case of dispute as to the nature of the improvement or whether gross misconduct has taken place, a hearing will be set up with the fellow, supervisor and the Head of CapDev. If no consensus is reached, then the Head of CapDev will take the final call on this issue.

Fellowship termination

Notwithstanding the disciplinary process outlined above, either party (ILRI or the fellow) may terminate the fellowship agreement at any time. Under such circumstances either party shall give a 28 days' notice period. Each party may offer payment in lieu of the said notice period. In case of reported performance related lapses on the part of fellow/intern, a dispute resolution mechanism may however be considered on a case by case basis. ILRI may terminate a contract with the fellow due to gross misconduct with immediate effect with the approval of ILRI's Head of CapDev. Recommendation for a fellowship termination must be substantiated by documentary evidence of efforts towards attaining positive results, ideally after following the disciplinary process outlined above. The affiliate university will be informed of the impending notice to terminate the fellow's contract with ILRI.

Grievance procedure

ILRI will endeavour to ensure that fellows have been treated fairly and equitably during their time of fellowship at ILRI. All fellows are entitled to a fair hearing by the immediate supervisor concerning any grievance that they may wish to raise. If the graduate fellow is experiencing issues with the training or problems with supervision that are detrimental to achieving the required learning outcomes and have hampered progress, the following procedure should be followed to raise grievances.

Step 1: Fellow should formally discuss his/her concerns with his/her supervisor and explain the difficulties being experienced. These concerns must also be presented as a written statement.

Step 2: If after 20 working days of holding discussions and submission of written statement to the supervisor do not yield satisfactory resolution, the fellow should contact the CapDev office to formally discuss his/her concerns further.

Step 3: If the matter is still not resolved a further formal discussion should be held with the Head of CapDev and any other concerned party (if required) to try and resolve the dispute.

Step 4: Most cases should be resolved by Step 3. However, if this is not the case the matter will formally be discussed with the Head of CapDev, the ILRI supervisor, and where appropriate, other third parties.

Step 5: In exceptional circumstances and where the issue at hand has a potential for ILRI-wide consequences, the Head of Capacity Development, at his/her discretion, may bring the matter to the attention of IMC for discussion and final decision.

Section 6 - Monitoring and Evaluation (M&E)

ILRI has developed a systematic and transparent M&E process that will help demonstrate the progress of fellows within various training categories. This will help ensure that fellows achieve their intended learning, are well supported and their progress effectively monitored against planned outcomes. The ILRI supervisors and university supervisors will be able to effectively manage performance of fellows by continuously reviewing their progress against the ToRs/work plans and providing them with constructive feedback to enhance their performance. The proposed system intends to help scientists and CapDev to:

- Assess the ILRI Fellowship Program against clear key performance indicators (KPIs).
- Identify any challenges encountered during the fellowship early on, and take corrective measures to ensure achievement of a 'best in class' graduate fellowship.
- Ensure that the ILRI graduate fellowship is effectively embedded into the ILRI research agenda/CRPs.
- Integrate M&E / performance management into everyday work.
- Capture and communicate effectiveness of learning.
- Allow reflective practice and continuous learning from feedback.
- Increase accountability of graduate fellows, supervisors and all other stakeholders in the graduate training process and enable informed and objective accounts of decisions and actions.

The various stages of ILRI Graduate Fellowship M&E policy are:

a) Quarterly progress reports (applies to fellows on ≤ 1 year contracts): The fellows will be expected to submit signed quarterly progress reports through their supervisors to CapDev. The report will identify any achievements during the 3-month period, provide a work plan for the next 3 months and identify any issues that may hinder progress. This process will be handled on ILRI's Fellowship Information System (IFIS) and coordinated by the CapDev Unit.

b) Annual progress review (applies to MSc, PHD and all fellows with ≥ 1 year contracts): This is a formal review of how well the fellow is progressing in relation to their planned KRAs. The review will follow the standard process for ILRI staff as coordinated by POD (currently the Performax system). Completed and signed annual review forms (PDFs) should be submitted through the supervisor to CapDev Office, for keeping on file in IFIS.

Section 7: ILRI Fellowship Information System (IFIS)

ILRI has developed an ILRI Fellowship Information System (IFIS), a system that manages the graduate fellowship program. The system was conceived to enable CapDev: a) centralise fellow's data capture and management b) make strategic decisions as regards the fellowship program, c) provide a global picture of the fellowship status, and d) utilise IFIS as a planning & reporting tool.

IFIS - ILRI Fellowship Information System

ILRI
International Livestock Research Institute
Better lives through livestock

Capacity Development
Leah Symekher
Capacity Development Officer

CapDev Office Dashboard

Request a Fellow or Intern ▼ Link a new Fellow/Intern to IFIS Reports Documents Repository Programs ▼ Fellows ▼ Settings ▼ Home Log Off

Pre-Registration Checklists

Status	Counts	Action
Initiated in CapDev Office	3	Show me
Returned to Programs	2	Show me
Waiting for review	8	Show me
Returned to 1st level approval	1	Show me
Waiting for Fellowship approval	7	Show me

Statistics

Total Submitted

Breakdown by Programs

Breakdown by Individual Users

Fellowships

Status	Counts	Action
Recruiting by Program	20	Show me
Induction	38	Show me
Ongoing	76	Show me
With Expired Contract	198	Show me
Completed and Archived	441	Show me

Contract Extension

Status	Counts	Action
Created, not submitted	1	Show me
Proposal is Reviewed	21	Show me
Approved on 1st Level	4	Show me
Approved by Head	2	Show me

Key features of the IFIS system include:

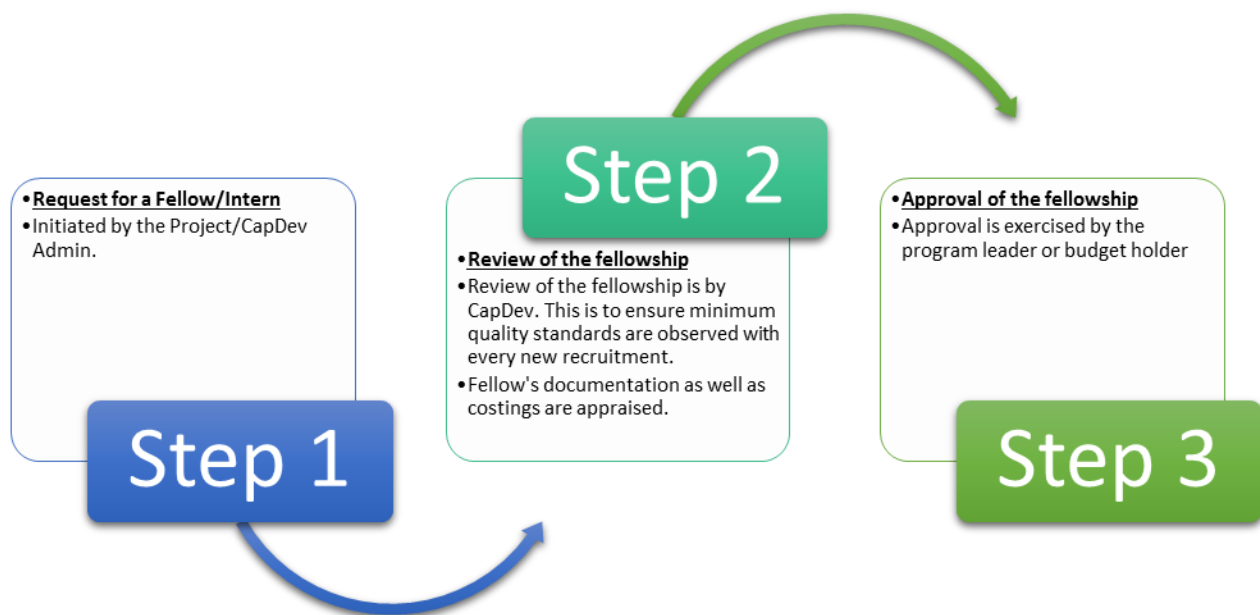
- Request for a fellow or intern : requesting program/project must provide details of i) name of the Project/Program ii) Duration of study –start and end date iii) Main project name versus Fellows project title iv) project location, v) Program leader, vi) PMO, vii) ILRI Supervisor viii) Budget Holder as well as costing for the fellow. IFIS allows documentary evidence to be attached for new fellow recruits.
- Extend an existing fellowship or internship contract: programs may launch an extension of a student's period of study on IFIS. This is initiated in circumstances when the student's study period is almost

coming to an end however they require more time to complete the study. Requesting and extension functionality requires approval of the program/project budget holder.

- Link new intern/fellow to IFIS- this essentially provides the fellow's access to IFIS and is able to upload various reports e.g. progress reports as well as final thesis report.
- Generate fellowship reports and export to excel worksheets: IFIS Sample reports include fellowship by gender, program, duration of study and global ILRI fellowship students.
- Access fellow's document repository: CVs, ToRs, proposals, final thesis reports and any documentary fellowship supporting documents.

Launching of request of a fellow on IFIS commences after recruitment and selection of the fellow has been done based on developed ToR's and requisite budgetary allocations assigned. Fellowship approval takes a three step process as illustrated in Figure 2.

Figure 2: Fellowship approval process on IFIS



Annex 1: Sample breakdown of fellowship costing

This example is based on Nairobi—certain elements would not apply in other regions. Nonetheless, it provides a good overview of most categories.

Global cost of a graduate fellowship at ILRI

The approach to funding and costing of the graduate fellowship at ILRI provides a well-coordinated and standardized structure that will be applied consistently across all research programs. This structure will be made available to supervisors, project leaders, program management officers (PMOs) and all other stakeholders who are involved in project planning and resource mobilization for the graduate fellowship.

Mandatory costs

These are the minimum requirements before a graduate fellow can be accepted to join any ILRI graduate training program. These costs are to be met by the recruiting program.

Description	Cost/year (USD)	Notes
Stipend (MSc/PhD)		This will cover cost of accommodation, food, transport and other incidentals. Other rates may apply depending on the specific contract between fellow's institute and ILRI, e.g. AWARD, JIRCAS, KARI, etc. This will be considered on a case by case basis.
Minimum 1000 per month	12,000	The amount will be paid in equivalent local currency of the duty station country. For Kenyan nationals in Kenya, tax and other statutory deductions are applicable. Other nationals should comply with any regulations regarding declaration and payment of income tax in their home countries.
Health insurance & Medical emergency evacuation	960	Prorated to 3 month/6 month/1 year packages.
WIBA (Work Injury Benefits Act)	240	This is a statutory requirement for nationals.
Security (student badge one-off payment (USD 6))	6	One-off payment.
Laboratory access badge	20	Applies to laboratory-based research only.

Air travel (estimate)	800	Economy ticket beginning and end of fellowship. Estimate @ one way USD 1200 total USD 2400; 3-year program= USD 800/year. Airfare within African countries may be much lower.
Travel insurance	80	Estimate @ USD 40
ILRI transport costs	330	USD 28/month. This will cover ILRI bus transport costs.
CapDev administration fee	250	Fellowship contracts that are 2 months or shorter.
	500	Fellowship contracts lasting more than 2 months and up to one year.
	250	Administration fee for subsequent fellowship years after the first year.
Medical Examination (pre- and post-fellowship)	200	This examination will be carried out before and after the fellowship duration (approximately USD100 per examination).

Statutory costs

These are costs stipulated and imposed by the government. These are country specific and in this respect, they will only apply to Kenyan nationals. The costs will be deducted from the fellow's monthly stipend allowances.

Description	Cost (USD)/ year	Notes
NHIF (National Hospital Insurance Fund)	46	This amount will be deducted from the stipend (approximately USD 4/month) It is applicable to all Kenyan nationals.
NSSF (National Social Security Fund)	30	This is a statutory requirement and applicable only to Kenyan nationals
Income tax	Variable	All stipend payments for Kenyan national fellows will be subject to income tax deduction as advised by the finance department.
HELB (Higher Education Loans Board)	Variable	This cost will only apply to fellows who have not cleared their HELB loans or who do not have separate monthly HELB remittance arrangements. This amount may be deducted from the stipend. Actual deduction amounts will be as stipulated by HELB.

Other costs to consider

These costs are only included here to raise awareness on what to consider when planning/budgeting for a graduate fellowship. Most of them will already be covered in the overall project budget while others like **IT** and **space** charges are optional.

Description	Cost/year (USD)	Notes
Research direct costs	12,500	The laboratory-based research cost estimates are based on BecA-ILRI Hub estimates.
Laboratory access fees/bench fees	3,600	The non-laboratory based research fees vary depending on the project.
Non-laboratory based research (Estimated USD 300/month)		
General research consumables (BecA-ILRI Hub estimates USD 300/month)	3,600	Applies to laboratory -based research only. The costs will vary and the actual amount will depend on the location and nature of research.
Research Specific cost e.g. for buying kits, sequencing etc.	Variable	These are variable depending on the project.
Contingency 10% research costs	1,250	This will cover project-specific consumables, research support services and field expenses
IT	3,500	Currently, this cost is not necessary if the graduate fellow can provide his/her own laptop. Should the ICT policy change, this line item will change accordingly.
Space charges (based on standard space/person/month 9SQM × unit cost USD 29.70)	3208	Only necessary if the project requires extra space for the graduate fellow, otherwise may already be covered in the overall project budget.
Supervisory cost (example based on 5% of scientist global cost 5B)	7,460	<p>The expectation is that 5% of time (per student) is usually a good benchmark for proper supervision. This will cater for the time that the supervisor spends mentoring the graduate fellow e.g. planning meeting, weekly / monthly/ yearly reviews. Percentage can be higher or lower depending on the exact nature of the Fellowship.</p> <p>Acknowledgement of supervision activities (and related % time) should be incorporated into KRAs of supervisors”.</p>
Project related travel	Variable	Actual expenditures covered directly by the project.

Annex 2: IT costs for ILRI fellows

IT costs for fellows has been revised to include a **mandatory** service charge and **optional** machine lease fee as tabulated below.

Description	Cost/year (USD)	Notes
IT Costs	1,700	<p>USD 142/month. This will cover IT service charge costs.</p> <p>Optional annual lease fee for computer:</p> <p>USD 400 STD desktop</p> <p>USD 700 LTW laptop</p> <p>USD 600 STD laptop</p> <p>USD 900 MacBook</p>

Reference:

From: Dror, Iddo (ILRI)
To: Dean, Stephen (ILRI-ICRAF); Symekher, Leah (ILRI)
Subject: IT costs for ILRI Fellows
Date: Wednesday, January 25, 2017 3:47:03 PM
Attachments: [image001.png](#)

This email is BCC'd to ILRI Research Group

Dear Colleagues,

Further to the release of the new ILRI Fellowship Procedures 2017, and in consultation with the ICT department, we wish to provide an update regarding fellows ICT costs.

ICT costs are comprised of 2 parts:

1. A **mandatory** ICT Services charge for fellows has been revised downwards and will be **USD 142 per month**. Fellows will benefit from the general ILRI IT infrastructure, have a CGIAR email address (allowing them access to receive regular communication, access to selected ILRI systems- HR4U, Peformax, IFIS), printing services, telephone headset and calling PIN. They will also be eligible for full support from the IT department. This cost will be added to all contracts going forward from Feb 2017.

2. An **optional** lease charges for machines will vary depending on the option best suited for the fellow –tabulated here below. This cost will not apply to fellows with own computer machines.

ANNUAL LEASING FEE (\$)	LAPTOP/DESKTOP
400	STD Desktop
700	LTW Laptop
600	STD Laptop
900	Macbook

For any further inquiries regarding fellow's ICT costs, please address them to Stephe Dean or Leah Symekher.

Best wishes

Iddo

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ILRI Fellowship Procedures

ILRI is a [CGIAR research centre](#)

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